Boards, Committees, and Deliberation

A cross-institution practice reference

ELECTED LEADERSHIP COLLECTION
Council Member
CSUC-ELD-008

Where This Book Fits

> **Collection:** ELECTED LEADERSHIP COLLECTION
>
> **Pathway:** Council Member
>
> **For:** Board members; committee chairs; clerks
>
> **Purpose:** Support transparent meetings, roles, decisions, records, and follow-up.

How to Use This Book

Read from the beginning for a guided introduction, or use the contents and topic finder to locate specific material. Source modules retain their recorded order and identity. Where local law, policy, or professional direction applies, consult the controlling authority.

Connection to the Civic Station Library

This volume is part of the Civic Station Universal Core library. The source archive remains the durable record; this book provides a reader-oriented route through selected material.

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    1. City Council Pathway
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Main Content

Selected Source Materials

> This section presents selected source materials related to the purpose of this volume.

City Council Pathway

Title: City Council Pathway

Purpose: Help council members and legislative staff navigate governance, policy, planning, records, participation, and oversight materials.

Relationship to Universal Core: Universal Core provides modular reference material, not council rules, legal advice, or a substitute for charter and ordinance requirements.

Intended audience: City council members, legislative aides, clerks, committee staff, and public-participation personnel.

WHY THIS PATHWAY MAY BE RELEVANT

Councils connect representation, deliberation, legislation, oversight, budgeting, public records, and community participation.

Starting documents:

- CS-002 — Civic Station Standard
- CSF-0005 — Understanding Civic Systems
- CSA-009 — Governance and Change Control Framework
- CSA-3191 — Civic Leadership Governance Framework
- CSA-3192 — Civic Leadership Planning Framework
- CSA-2310 — Policy Management Architecture Framework
- CSA-2300 — Records Management Architecture Framework

Recommended next areas:

- Meeting and deliberative processes
- Public input and stakeholder engagement
- Policy implementation and review
- Budget and resource oversight
- Service and infrastructure performance

Related pathways:

- MUNICIPAL_GOVERNMENT_PATHWAY.txt
- MAYOR_OFFICE_PATHWAY.txt
- LEGISLATURE_PATHWAY.txt
- CITIZEN_PATHWAY.txt

USE NOTE

This pathway is optional navigation, not a mandatory curriculum, operating directive, or assertion of authority. Applicable constitutions, laws, regulations, court rules, policies, professional standards, and duly assigned institutional authorities remain controlling. The complete Universal Core archive remains available when the starting set is too narrow for the question.

Archive Information:

Official Archive: https://xvf97n.s.gy/UniversalCore

Contact: universalcorecivics@gmail.com

Civic Station Community Network Community Support Leadership Handbook Reference Edition V1.0.0

OM-325

CIVIC STATION COMMUNITY NETWORK COMMUNITY SUPPORT LEADERSHIP HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-325

Title: Civic Station Community Network Community Support Leadership Handbook

Publisher: America Together 2028

Document Version: 1.0.0

Publication Year: 2026

References: OM-001 through OM-324

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1. PURPOSE

This handbook establishes recommended practices for developing, supporting, and coordinating leaders responsible for guiding community assistance systems within the Civic Station Community Network.

The community support leadership model provides a framework for building leadership capability, supporting effective coordination, encouraging responsible decision making, and maintaining strong community support systems.

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2. OBJECTIVES

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Community support leadership should:

- Develop capable leaders • Strengthen coordination • Support volunteers

and partners • Improve decision making • Encourage accountability • Sustain effective support systems

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3.

LEADERSHIP PRINCIPLES

Community support leadership should emphasize:

- Service • Responsibility • Communication • Collaboration • Trust •

Continuous improvement

==========

4.

LEADERSHIP ROLES

Community support leaders may assist with:

- Coordinating assistance efforts • Supporting volunteers • Connecting

resources • Guiding partnerships • Improving processes • Supporting community goals

==========

5.

LEADERSHIP DEVELOPMENT

Organizations should support:

- Identifying leadership potential • Providing training • Creating

mentorship opportunities • Developing skills • Encouraging responsibility • Reviewing leadership effectiveness

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6.

LEADERSHIP SUPPORT SYSTEMS

Civic Stations should provide:

- Leadership guidance • Communication pathways • Training resources •

Collaboration opportunities • Feedback systems • Improvement support

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7.

LEADERSHIP MANAGEMENT

Organizations should maintain:

- Leadership procedures • Role information • Training records •

Responsibility assignments • Review processes • Improvement plans

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8.

DOCUMENTATION

Maintain records including:

- Leadership guidelines • Role descriptions • Training materials •

Development plans • Review information • Improvement recommendations

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9.

CONTINUOUS IMPROVEMENT

Civic Station community support leadership capabilities should evolve through experience, feedback, measurement, innovation, and changing community needs.

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10.

LONG-TERM OBJECTIVE

The long-term objective is to establish a Civic Station leadership network where capable and supported leaders guide community assistance systems, strengthen collaboration, and help communities respond effectively to local needs.

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END OF OM-325
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Civic Station Community Network Community Support Leadership Handbook Reference Edition V1.0.0

OM-428

CIVIC STATION COMMUNITY NETWORK COMMUNITY SUPPORT LEADERSHIP HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-428

Title: Civic Station Community Network Community Support Leadership Handbook

Publisher: America Together 2028

Document Version: 1.0.0

Publication Year: 2026

References: OM-001 through OM-427

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1. PURPOSE

This handbook establishes recommended practices for developing, supporting, and coordinating leaders responsible for guiding community support systems, programs, partnerships, and assistance networks within the Civic Station Community Network.

The Community Support Leadership model provides a framework for building leadership capability, supporting responsible decisions, encouraging effective coordination, and maintaining strong community support systems.

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2. OBJECTIVES

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Community support leadership should:

- Develop capable support leaders • Strengthen system coordination •

Support residents and organizations • Improve decision making • Encourage accountability • Sustain effective support networks

==========

3.

LEADERSHIP PRINCIPLES

Community support leadership should emphasize:

- Service • Responsibility • Communication • Collaboration • Trust •

Continuous improvement

==========

4.

LEADERSHIP ROLES

Community support leaders may assist with:

- Coordinating support programs • Supporting residents and volunteers •

Connecting organizations • Guiding partnerships • Improving support processes • Supporting community goals

==========

5.

LEADERSHIP DEVELOPMENT PROCESS

Organizations should support:

- Identifying leadership potential • Providing training • Creating

mentorship opportunities • Developing skills • Encouraging responsibility • Reviewing leadership effectiveness

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Organizations should maintain:

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CONTINUOUS IMPROVEMENT

Civic Station community support leadership capabilities should evolve through experience, feedback, measurement, innovation, and changing community needs.

==========

10.

LONG-TERM OBJECTIVE

The long-term objective is to establish a Civic Station support leadership network where capable and supported leaders guide support systems, strengthen partnerships, improve participation, and help communities build lasting assistance capabilities.

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END OF OM-428

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Universal Records And Archival Framework

CSA-026 — Universal_Records_and_Archival_Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes standards for preserving Civic Station records over time so that knowledge remains authentic, accessible, and understandable for future generations.

2. OBJECTIVES

- Preserve institutional knowledge.
- Maintain historical continuity.
- Support long-term accessibility.
- Protect authoritative records.
- Enable efficient retrieval.
- Reduce information loss.

3. RECORDS PRINCIPLES

Records management should emphasize:

- Authenticity
- Integrity
- Accessibility
- Traceability
- Durability
- Clear ownership

4. RECORD CATEGORIES

Deployments should distinguish between:

- Active records
- Reference materials
- Historical archives
- Superseded editions
- Permanent records
- Temporary operational records

5. RETENTION

Organizations should define retention schedules appropriate to each record type, including creation, review, archival, and disposition milestones.

6. ARCHIVAL REQUIREMENTS

Archived materials should include sufficient metadata to identify:

- Title
- Identifier
- Version
- Publication date
- Responsible organization
- Related artifacts
- Preservation status

7. PRESERVATION

Long-term preservation should favor:

- Open formats
- Redundant storage
- Periodic integrity verification
- Media migration when necessary
- Documented preservation procedures

8. ACCESS

Archived information should remain discoverable through the Civic Station search and classification systems while respecting applicable access controls.

9. REVIEW

Archived collections should be periodically reviewed to verify readability, integrity, metadata quality, and continued accessibility.

10. SUCCESS CRITERION

The Civic Station Universal Core should preserve civic knowledge in a manner that allows future users to verify, locate, interpret, and reuse authoritative records decades after their original publication.

Universal Records Management Framework

CSA-073 — Universal Records Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for identifying, preserving, protecting, retaining, retrieving, and disposing of official organizational records throughout the Civic Station ecosystem. Records provide evidence of decisions, actions, transactions, and governance activities.

2. OBJECTIVES

- Preserve official evidence.
- Support accountability.
- Meet legal and regulatory obligations.
- Ensure reliable record retrieval.
- Protect record authenticity.
- Manage record retention and disposition.

3. RECORDS MANAGEMENT PRINCIPLES

Records shall be:

- Authentic
- Reliable
- Complete
- Traceable
- Secure

- Retained according to approved schedules

4. RECORD MODEL

Each official record should include:

- Record identifier
- Title
- Record category
- Originating organization
- Responsible custodian
- Creation date
- Retention schedule
- Access classification
- Integrity verification
- Disposition status

5. RECORD LIFECYCLE

Records progress through:

- Creation or capture
- Classification
- Storage
- Protection
- Retrieval
- Retention
- Archival
- Authorized disposition

6. RECORD CATEGORIES

Official records may include:

- Meeting minutes
- Contracts
- Licenses
- Financial records
- Personnel records
- Audit evidence
- Compliance evidence
- Official correspondence

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Record retrieval time
- Retention compliance
- Unauthorized alterations
- Archive completeness
- Disposal accuracy
- Record integrity verification success

8. GOVERNANCE

Leadership shall establish retention schedules, appoint record custodians, define access controls, authorize record disposition, and periodically audit records management practices.

9. CONTINUAL IMPROVEMENT

Records management should improve through retention audits, technology enhancements, user feedback, regulatory updates, and periodic governance reviews.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed records management framework that preserves authentic organizational evidence throughout its lifecycle while remaining aligned with the Universal Core architecture.

Universal Information Governance Records Management Framework

CSA-111 — Universal Information Governance Records Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for creating, classifying, retaining, protecting, retrieving, archiving, and disposing of governance records throughout their lifecycle while preserving authenticity, integrity, and accountability.

2. OBJECTIVES

- Preserve official records.
- Support transparency and accountability.
- Ensure appropriate retention.
- Protect sensitive records.
- Enable efficient retrieval.
- Align records management with the Universal Core architecture.

3. RECORDS MANAGEMENT PRINCIPLES

Records management shall be:

- Authentic
- Reliable
- Complete

- Secure
- Traceable
- Governed

4. RECORDS MANAGEMENT MODEL

Each record should include:

- Record identifier
- Classification
- Record owner
- Creation date
- Retention schedule
- Security classification
- Version history
- Storage location
- Disposition status
- Audit history

5. RECORDS LIFECYCLE

Records management includes:

- Creation
- Classification
- Storage
- Protection
- Access
- Retention
- Archiving
- Lawful disposition

6. RECORDS CONTROLS

Organizations may implement:

- Records repositories
- Retention schedules
- Classification standards
- Access controls
- Audit logging
- Automated disposition workflows

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Record retrieval time
- Retention compliance
- Classification accuracy
- Unauthorized access events
- Archive completeness
- Disposition accuracy

8. GOVERNANCE

Leadership shall approve records policies, assign records custodians, oversee retention schedules, allocate preservation resources, review compliance, and ensure records remain trustworthy and accessible.

9. CONTINUAL IMPROVEMENT

Records management should improve through audits, regulatory updates, technology modernization, user feedback, lifecycle reviews, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed information governance records management framework that preserves institutional records, supports accountability, and strengthens the Universal Core through consistent lifecycle management.

Universal Core Records Management Architecture Framework

CSA-2300 Civic Station Architecture Universal Core Records Management Architecture Framework

Purpose

This document establishes the Universal Core Records Management Architecture Framework for the Civic Station Universal Core. It provides enterprise standards for governing, creating, classifying, retaining, protecting, preserving, retrieving, disposing of, and continually improving organizational records so that official records remain authentic, accessible, compliant, and valuable throughout their lifecycle.

Definition

Universal Core Records Management is the coordinated enterprise discipline of managing official organizational records throughout their lifecycle to support accountability, legal compliance, operational continuity, historical preservation, and informed decision-making.

Objectives

- Establish a unified enterprise records management model. • Ensure

records remain authentic, reliable, and accessible. • Support legal, regulatory, and policy compliance. • Protect records throughout their lifecycle. • Promote continual improvement of records management capabilities.

Guiding Principles

1. Records are official organizational assets.

2. Records shall be managed throughout their complete lifecycle.

3. Retention and disposition shall follow approved schedules.

4. Security and privacy shall be integrated into records management.

5. Continual improvement shall strengthen enterprise stewardship.

Records Management Domains

Records Governance - Policies - Standards - Stewardship - Accountability

Records Planning - Classification planning - Retention planning - Repository planning - Lifecycle planning

Records Operations - Record creation - Filing and indexing - Retrieval - Disposition

Records Protection - Security - Privacy - Preservation - Disaster recovery

Records Improvement - Quality improvement - Digitization - Modernization - Continuous improvement

Records Management Process

1. Establish enterprise records governance.

2. Classify records and define retention requirements.

3. Create, organize, and maintain official records.

4. Protect records and ensure authorized access.

5. Monitor compliance and records quality.

6. Execute approved retention and disposition activities.

7. Continually improve enterprise records management.

Records Management Review Questions

- Are official records complete and authentic?
- Are retention requirements consistently followed?
- Are records adequately protected?
- Can authorized users efficiently locate needed records?
- What improvements should be prioritized?

Characteristics of Effective Records Management

- Reliable • Compliant • Secure • Accessible • Organized • Sustainable •

Mission-Centered

Relationship to Other Frameworks

This framework builds upon the Universal Core enterprise architecture family, including Data Management, Technology, Information, Knowledge, Risk, Quality, Performance, Resource, and Service Lifecycle architectures. It establishes the foundation for future Records Governance, Planning, Operations, Protection, Performance, Improvement, and Integration frameworks.

Editorial Guidance

Records should be managed as official organizational evidence supporting public accountability, operational continuity, and historical preservation. Civic Stations should coordinate governance, planning, operations, protection, and continual improvement so records remain trustworthy, accessible, and valuable throughout their lifecycle.

End of CSA-2300

Records And Archives Handbook Reference Edition V1.0.0

OM-016

RECORDS AND ARCHIVES HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-016

Title: Records and Archives Handbook

Publisher: America Together 2028

Edition: America Together 2028 Reference Edition

Document Version: 1.0.0

Publication Year: 2026

References: CS-001 through CS-007 OM-001 through OM-015

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1. PURPOSE

This handbook establishes recommended practices for creating, organizing, preserving, and maintaining records produced by Civic Stations.

Well-maintained records preserve institutional knowledge, improve accountability, and support future generations of volunteers.

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2.

RECORDKEEPING PHILOSOPHY

Records exist to document the history and operation of a Civic Station.

Every significant activity should leave an organized and searchable record whenever practical.

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3. TYPES OF RECORDS
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Examples include:

- Standards • Operations manuals • Meeting notes • Project documentation
- Community publications • Volunteer records • Training materials •

Public announcements • Historical photographs • Financial records where applicable

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4. RECORD

ORGANIZATION

Records should be organized using consistent naming conventions, document identifiers, versions, and publication dates.

Whenever possible, maintain a logical directory structure that supports long-term retrieval.

==========
5. VERSION CONTROL
==========

Published documents should identify:

- Document ID • Edition • Version number • Publication date • Revision

history when applicable

Superseded editions should be retained rather than overwritten.

==========
6. ARCHIVING
==========

Archived materials should remain readable and protected from accidental modification.

Archives may include:

- Digital repositories • Physical storage • Backup media • Historical

collections

==========

7. ACCESS

Access to records should balance transparency with appropriate privacy and security considerations.

Public records should be easy to locate whenever practical.

==========

8.

PRESERVATION

Long-term preservation may include:

- Regular backups • Multiple storage locations • Integrity verification
- Migration to updated formats • Periodic archive reviews

Preservation ensures that knowledge remains available as technology changes.

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9. DISPOSAL

When records are no longer required, disposal should follow published retention policies and applicable legal requirements.

Whenever possible, historical materials should be preserved rather than destroyed.

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10.

LONG-TERM OBJECTIVE

The objective of recordkeeping is to create a dependable, organized, and enduring historical record of Civic Station activities so that future volunteers can build upon the work of those who came before them.

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END OF OM-016

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Records Retention And Information Lifecycle Handbook Reference Edition V1.0.0

OM-054

RECORDS RETENTION AND INFORMATION LIFECYCLE HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-054

Title: Records Retention and Information Lifecycle Handbook

Publisher: America Together 2028

Edition: America Together 2028 Reference Edition

Document Version: 1.0.0

Publication Year: 2026

References: CS-001 through CS-007 OM-001 through OM-053

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1. PURPOSE

This handbook establishes recommended practices for managing the complete lifecycle of organizational records, from creation through archival or disposal.

A structured records program improves accountability, historical preservation, and operational efficiency.

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2. RECORD CATEGORIES
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Organizations should classify records into categories such as:

- Governance • Financial • Volunteer • Training • Operational •

Technical • Communications • Historical

Categories support consistent retention decisions.

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3.

INFORMATION LIFECYCLE

Records typically progress through:

- Creation • Review • Active use • Storage • Archive • Disposal (when

appropriate)

Each stage should follow documented procedures.

==========
4.

RETENTION SCHEDULES

Retention schedules should define:

- Record type • Responsible owner • Minimum retention period • Archive

requirements • Disposal authorization

Applicable legal requirements should always be considered.

==========

5. ARCHIVAL

PRESERVATION

Important historical records should be preserved using reliable storage methods with appropriate backups and integrity checks.

==========

6. ACCESS CONTROL

==========

Organizations should establish appropriate access permissions for active and archived records while supporting transparency where appropriate.

==========

7. DISPOSAL

When records are no longer required, disposal should be:

- Authorized • Documented • Secure • Consistent with policy • Recorded

in disposal logs

==========
8.

DOCUMENTATION

Maintain records including:

- Retention schedules • Archive inventories • Disposal logs • Review

history • Preservation activities • Recovery procedures

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9.

CONTINUOUS IMPROVEMENT

Records management practices should be reviewed regularly to improve organization, accessibility, preservation, and operational effectiveness.

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10.

LONG-TERM OBJECTIVE

The long-term objective is to establish a reliable records management program that preserves institutional memory, supports good governance, protects important information, and enables Civic Stations to responsibly manage information throughout its entire lifecycle.

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END OF OM-054
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Reference and Library Connections

Glossary and Term Locator

Records
: See the source modules and topic finder for uses of this term.

Should
: See the source modules and topic finder for uses of this term.

Leadership
: See the source modules and topic finder for uses of this term.

Support
: See the source modules and topic finder for uses of this term.

Management
: See the source modules and topic finder for uses of this term.

Retention
: See the source modules and topic finder for uses of this term.

Record
: See the source modules and topic finder for uses of this term.

Framework
: See the source modules and topic finder for uses of this term.

Information
: See the source modules and topic finder for uses of this term.

Improvement

See the source modules and topic finder for uses of this term.

Lifecycle
: See the source modules and topic finder for uses of this term.

Governance
: See the source modules and topic finder for uses of this term.

Handbook
: See the source modules and topic finder for uses of this term.

Architecture
: See the source modules and topic finder for uses of this term.

Topic and Source Finder

- City Council Pathway
- Civic Station Community Network Community Support Leadership Handbook Reference Edition V1.0.0
- Civic Station Community Network Community Support Leadership Handbook Reference Edition V1.0.0
- Universal Records And Archival Framework
- Universal Records Management Framework
- Universal Information Governance Records Management Framework
- Universal Core Records Management Architecture Framework
- Records And Archives Handbook Reference Edition V1.0.0
- Records Retention And Information Lifecycle Handbook Reference Edition V1.0.0

Related Publications

- Council Member Core (CSUC-ELD-003)
- Elected Official Starter (CSUC-ELD-001)
- Mayor Office Core (CSUC-ELD-002)
- Civic Station Foundations (CSUC-FND-001)
- Core Reference Edition (CSUC-REF-001)

Archive Connection

The Civic Station source archive remains the source record for this publication and the larger library.

Edition Information

CSUC-ELD-008
Civic Station Universal Core
English-language publication master

What to Read Next

Continue with a related publication above or consult the complete library catalog for another pathway.